MANITOBA GAMES '88

EVALUATION OF THE ROLES AND THE RESPONSIBILITIES OF, AND THE RELATIONS BETWEEN THE MAJOR PARTNERS OF THE 1988 MANITOBA GAMES

by
Ken Shepherd

Submitted to

Dr. Mark Searle in fulfillment

of the requirements for 123.304

Major Recreation Essays.

February 1989

Together '88 We Win. Manitoba Summer Games

89-04772/

ACKNOWLEDGEMENTS

The author would like to thank his research assistants, Tim Johnston of the Province of Manitoba Sport Directorate, and Jennifer George of the University of Manitoba, for their efforts and contributions to this project. He would also like to thank Rick Lambert of the Province of Manitoba Sport Directorate and Dr. Mark Searle of the University of Manitoba Recreation Studies Program, whose guidance led to the completion of this document.

TABLE OF CONTENTS

Title	Page
Introduction	1
Methodology	2
Partners Responsibilities to Each Other	2
Communications	4
Role as a Partner in the Games	8
Recommendations	11
Appendix A 1988 Manitoba Games: An Overview	15
Appendix B 1988 Manitoba Games: Partners' Responsibilities	19
Appendix C 1988 Manitoba Games Evaluation Interview	27
Appendix D Summary of Data Collected	30
Appendix E List of People Interviewed	43
References	46

INTRODUCTION

An evaluation of the 1988 Manitoba Games was undertaken to assess the understanding and acceptance of the roles and responsibilities by the partners of the Manitoba Games. The Games are organized and administered by the Province of Manitoba's Sport Directorate. The partners of the Manitoba Games, which include the provincial sport governing bodies (PSGB's), the regional sport development associations (RSA's), the provincial final host committee and the recreation directors of the province, work together with the Sport Directorate to plan and implement the program. The partners often join to work together for the first time. This suggests that they will each likely need to make adjustments in the areas of responsibilities, roles and communications as they familiarize themselves with the Games process. The purpose of this evaluation is to provide recommendations that will serve to fine tune the program in order to make these adjustments easier for the partners.

Previous research by Dr. David Johns (1986) serves to justify the philosophy and concept of the Manitoba Games. This evaluation concerns a very specific component of the program. It should not be construed as a criticism of the basis of the program. This document will provide recommendations on how the roles and responsibilities of the partners and the communications network between the partners can be improved.

METHODOLOGY

Interview questions were developed from areas of concern and were separated into three main headings; partners responsibilities to each other, communications, and the role as a partner in the Games (Appendix C). The questions were purposefully designed as open-ended to facilitate discussion and the generation of ideas. The RSDA and PSGB interviews were conducted with administrators and key volunteers. The provincial final host committee interviews were conducted with members recognized as having interactive roles with the other partners of the Games. A sample of five recreation directors of the province were also interviewed. Although the recreation directors have no strictly defined responsibilities in the Manitoba Games, they do perform many important functions and their commitment and support is recognized as central in the process of the Games. Therefore, interviews with the recreation directors consisted of only questions on communications and roles. The results of these aforesaid interviews are presented in this document (Appendix D) contains a summary of the data collected.

PARTNERS RESPONSIBILITIES TO EACH OTHER

The first area of concern that was addressed was the partners responsibilities to each other. The partners' responsibilities for the 1988 Manitoba Games are listed in Appendix B. It is clear from the data collected that the

responsibilities were confusing to most of the partners. One of the RSDA's interviewed mentioned that there was "... considerable duplication which was a result of the confusion regarding responsibilities and roles." The first question asked each partner specifically what they thought their responsibilities were. The wide variety of responses received from the PSGB's and from the RSDA's show a discrepancy in the interpretation of what the responsibilities of the PSGB's and of the RSDA's were. A contributing factor to this problem was that fifteen of the twenty-six people interviewed felt that their responsibilities were not clearly communicated to them. One PSGB administrator stated that "... our responsibilities were never clearly stated, we just picked up on them as we went along." The third question in this area addressed the partners' responsibilities to each other. The results again pointed to some confusion. In particular, there was a "grey area" in which it was unclear as to whose responsibility certain things were and as to who should be taking the initiative.

The Manitoba Games program is structured to allow each of the partners the greatest possible amount of flexibility. In other words, it is meant to allow the partners to adapt the program to their individual methods of operation. But the data collected indicates that the partners need and want greater direction and more clearly defined responsibilities. Sixteen of the twenty-six partners interviewed pointed to the need for "... clearly established roles and job descriptions to be distributed to all of the partners." Although this will result in some loss

of flexibility, it is a necessary step in the development of the Games process. It is therefore recommended that a Manitoba Games Roles and Responsibilities Guide be developed. This guide should define the roles and responsibilities of each of the partners, explain the communications network and should include time lines for each of the partners as well as a critical path. It should serve only as a guide to the partners, not as a step by step delineation of the Games process. The guide should be distributed to each of the partners at the very beginning of the Games process and reviewed at the initial Manitoba Games Conference. It should serve to clarify the responsibilities of each of the partners and to eliminate any grey areas of the responsibilities to each other.

COMMUNICATIONS

The area of communications produces some concerns about the process of the Games. While the majority (twenty-four of thirty-one) of the partners felt that they had established the necessary communications network with each other, there were many instances of communication breakdown. Perhaps the most significant factor was that none of the partners seemed willing to assume a proactive role in the communications process. One person interviewed stated that "... we were afraid to go in and step on anybody's toes. We just sat back and waited for them to come to us". This perhaps will be solved in part by the recommended Manitoba Games Guide, which will define responsibilities and

explain the communications network. A complete solution, however, can only occur if each of the partners becomes proactive in the communications process.

The joint meetings that were held between the partners were, overall, considered to be very beneficial. Each of these will be discussed separately along with possible improvements:

1.) The Manitoba Games Conference (March 1987): This conference was perceived to be very informative and beneficial. It was suggested, however, that the format be changed to a seminar as opposed to presentations only. This would allow for input from all of the partners. The recreation directors felt that they did not have an active role at the conference and so the seminar format should allow them an opportunity to contribute. Another valuable suggestion was that the conference be held at a neutral site (i.e. not at the Administrative Centre for Sport) to avoid interruptions from the offices of the PSGB's.

2.) Recreation Directors - PSGB's-Sport Directorate Meetings (January - February, 1988): Although these meetings were perceived to be good for face to face contact, it was generally believed that they were not as productive as they could have been. It is recommended that these meetings be expanded to full day meetings to allow the PSGB's and recreation directors an opportunity to discuss each other's needs. As well, it is critical that all of the PSGB's attend these meetings. Those who did not attend were thought of poorly by the recreation directors. They were perceived to be unaware of the importance of the recreation directors' role, both in the Manitoba Games and

in sport development in general. These meetings are very important because they establish the necessary communications for much of the sport development that occurs in the Games' process. It is noted here that some of the PSGB Administrators could not attend these meetings due to scheduling conflicts. This problem will be dealt with further into this section. It would also be beneficial to allow time for an informal gathering after the meeting so people get a chance to know one another.

3.) Tour of the Province by Provincial Host and Sport Directorate (April 1988): This tour was basically a series of media conferences held to promote the regional and provincial games. Fifteen of the twenty-five partners who responded felt that it served its purpose and was successful.

4.) Provincial Host Conference in Pinawa/Beausejour (May 1988): This conference was held to orientate the RSDA's and PSGB's on the operations at the provincial finals. The biggest concern raised was that much of the information presented at the conference changed but the changes were not passed on to the other partners. Because of the timing of the regional games, it would be difficult to change the timing of the conference. Therefore, it is imperative that the information presented by the provincial final host committee be set and that any necessary changes be given to the partners as soon as possible in writing.

5.) Tour by Provincial Final Host and Sport Directorate (July 1988): This tour consisted of a series of meetings held in each region with the coaches, managers and mission staff. The purpose of the meetings was to inform these people about the

operations and services at the provincial finals. Nineteen of the twenty-five partners who attended agreed that the meetings were very beneficial because they presented key information and allocated considerable time for questions. The only concern raised was regarding the timing. It is recommended that these meetings be held as soon as possible after the regional games. This will eliminate a duplication of services, as the regional games coordinators had given out much of the information already.

It is also recommended that the following joint meetings be added:

1.) Provincial Final Host Committee and previous games' Host Committee -- One of the major concerns raised by the Beausejour/Pinawa Host Committee was that they were unaware of the magnitude of their task. This meeting, to be held immediately after the announcement of the current host site, should be set up in a seminar format. The previous games' host committee could discuss their roles and the current host committee could ask any questions or discuss alternative methods of operations with someone who has already been through the process.

2.) RSDA - PSGB - Recreation Directors - Sport Directorate Action Plan Conference -- This conference should be held eight to ten months prior to the regional games with the purpose of allowing the partners an opportunity to coordinate their developmental plans for the Games.

It should also be noted that, due to conflicting schedules, some of the partners were not able to attend all of

the joint meetings. In particular, the meetings between the PSGB's and the recreation directors were affected because the PSGB administrators could not afford to take an entire day to attend a meeting. It is recommended that, in the case where necessary joint meetings between the partners cannot be facilitated, current technology such as teleconferencing and FAX be used to accommodate communications.

One further improvement to communications would be the development of a Manitoba Games Bulletin by the Sport Directorate. This bulletin should be a one to two page update for administrators and volunteers, highlighting pertinent information and upcoming deadlines. It should be issued once a month starting six months prior to the provincial finals and every two weeks starting eight weeks prior to the finals. It should be distributed to all volunteers and administrators of the PSGB's and RSDA's, the provincial final host committee, the recreation directors and to coaches/managers of teams going to the provincial finals.

ROLE AS A PARTNER IN THE GAMES

The Manitoba Games program is one which relies heavily upon each of the partners to fulfill their role in the Games. Essential to this is that each of the partners feel that they play an important role in the Games and that they feel comfortable with that role. From the data collected, twenty-seven of the thirty-one partners interviewed did feel that they

played an important role in the 1988 Manitoba Games. There are, however, some areas in which the role of each of the partners could be improved.

The major concern raised by the PSGB's regarding their role was with "designing the operation of their sport". This is in reference to decisions regarding the changing of age categories and levels and types of competition in which five of the ten PSGB's felt they had little input. The PSGB's do have the technical knowledge of their sports and should, therefore, have equal opportunity to contribute to any decisions regarding their sport.

Another concern raised by the PSGB's and echoed by the RSDA's was the burden that the Games put on the staff and volunteers. Ten of the sixteen PSGB's and RSDA's stated that the Games put a burden on their staff while eleven of the sixteen felt that they put a burden on their volunteers. Both felt that their games coordinator positions should be filled between two and four months earlier. This is, of course, dependent on the funding available from the Sport Directorate and other sources accessed by the asscciations. It is recommended that games coordinators be hired seven months prior to the provincial finals and that this situation be reevaluated after the next Games cycle.

The burden placed on volunteers is a more complex problem. One PSGB administrator stated that "... we needed people involved enough with our association to know what was going on, but these people had already taken on many other responsibilities". The

problem may, in part, be solved by the Games process itself, in which new volunteers were recruited and developed for the 1988 Manitoba Games. But this cannot be relied upon to entirely solve the problem, especially for the PSGB's who have not participated in a Manitoba Games before. It is, therefore, recommended that the RSDA's and PSGB's initiate a Manitoba Games volunteer development program at the beginning of the two year Games process. It is also recommended that an evaluation of this situation be continued into the next Games cycle. The importance of volunteers to the Manitoba Games program cannot be overstated. It is critical that steps be taken to develop new volunteers and to avoid overloading key volunteers already in place.

The one other concern of the RSDA's concerning their role was regarding their participation at the provincial finals. Five out of the six RSDA's felt that they were not recognized as a major partner at the provincial finals and that the regional games were not recognized as the major part of the Games process. This concern focused on "... exposure and appreciation at the provincial finals." The seven regional games that occur across the province and the planning of these regional games are where the majority of the goals of the Manitoba Games are achieved and therefore must be recognized. It is recommended that the RSDA's be recognized formally at ceremonies and receptions at the provincial finals in such a way as to highlight their contributions to the Manitoba Games.

The provincial final host committee generally seemed to feel comfortable with their roles once they came to realize the

magnitude of the program. The recommended conference between the previous and current host committees should allow the current host committee to understand their roles from the very beginning of the process and to proceed with a realistic outlook of the task ahead of them.

The main concern of the recreation directors was a lack of recognition in a sense that they were not formally consulted by the regional sport associations in the areas of sport selection or planning. The recreation directors did, however, feel that they played an important role in the Games. The recreation directors have very close ties to the grassroots level of sport and it is logical to consult with them on a regional basis, particularly in matters such as sport selection. This would give the RSDA's an even better outlook on the needs of their region before entering into the sport selection process. It should be noted that the other partners did evaluate the role of the recreation directors as important. Including the recreation directors in the planning process as much as possible should solve this problem, in that they will feel that their input is valued by the other partners.

RECOMMENDATIONS

The data collected has been analyzed based on the frequency of response and on the importance to the Games' process, as determined by the goals and objectives of the Manitoba Games

(Appendix A). The following recommendations, in order of priority, are made with regards to the Manitoba Games program:

1. That a Manitoba Games Roles and Responsibilities Guidebook be developed by the Sport Directorate to serve as a directory to the partners. It should define the roles and responsibilities of each of the partners, explain the communications network and should include time lines and a critical path.

2. That the RSDA's and PSGB's initiate a Manitoba Games volunteer development program at the beginning of the two year Games process.

3. That an evaluation of the burden the Games place on volunteers be continued into the next Games cycle by the Sport Directorate.

4. That the following amendments be made by the Sport Directorate to the joint meetings of the partners:

   The Manitoba Games Conference - The format should be changed to a seminar.

   Recreation Directors - PSGB's - Sport Directorate Meetings - The format should be changed to a seminar, the meetings should be expanded to one full day and time should be allowed for an informal gathering.

   Provincial Final Host Conference - The information presented should be set and followed up in memorandum to the partners. Any necessary changes in the information should be sent to the partners as soon as possible.

Tour of Province by Provincial Final Host and Sport Directorate - These meetings should be held earlier, as soon as possible after the regional games.

5. That the following two joint meetings be added to the agenda and facilitated by the Sport Directorate:

1. Conference between the Provincial Final Host Committee and the previous games' host committee.
2. RSDA - PSGB - Recreation Directors - Sport Directorate Action Plan Conference

6. That the RSDA's and PSGB's hire games coordinators seven months prior to the provincial finals and that this situation be re-evaluated by the Sport Directorate after the next Games cycle is completed.

7. That the PSGB's be provided with an equal opportunity to contribute to any decisions regarding their sport.

8. That a Manitoba Games Bulletin be developed by the Sport Directorate and distributed to all administrators and volunteers to pass along information and highlight upcoming deadlines.

9. That the RSDA's formally consult with the recreation directors of their region before entering into the sports selection process.

10. That the RSDA's be formally recognized at ceremonies and receptions at the provincial finals in such a way as to highlight the regional teams.

11. That, in the case where necessary joint meetings between the partners cannot be facilitated, teleconferencing and FAX be used to accommodate communications.

APPENDIX A

1988 MANITOBA GAMES: AN OVERVIEW

Background

The Manitoba Games is a lottery funded program which is organized and administered by the Province of Manitoba's Sport Directorate. The Sport Directorate is assisted in planning and implementing the Games by the Manitoba Games Council which includes representation from the Manitoba Sports Federation. These Games are the province's largest multi-sport event. The Games involve upwards of 10,000 athletes, coaches, officials and volunteers participating at the community and seven regional sport competitions. The Games will culminate with the hosting of the Manitoba Games Provincial Final in Beausejour and Pinawa from August 16th to 21st, 1988. One thousand, seven hundred and eighty participants will compete in the 1988 Manitoba Games Provincial Finals.

Our Goals and Objectives

The Manitoba Games are designed to stimulate greater participation in amateur sport. The Games develop a community, regional and provincial sport network. The Manitoba Games give the full Manitoba community a chance to participate and to "be the best that they can be in sport" at their appropriate skill level. Selective competitions will offer opportunities to both sexes and all ages and both abled and disabled athletes. The Games provide an opportunity for the training of the volunteer organizers, coaches and officials. The games provide a stimulus for the growth of local, regional and provincial associations, leagues and programs.

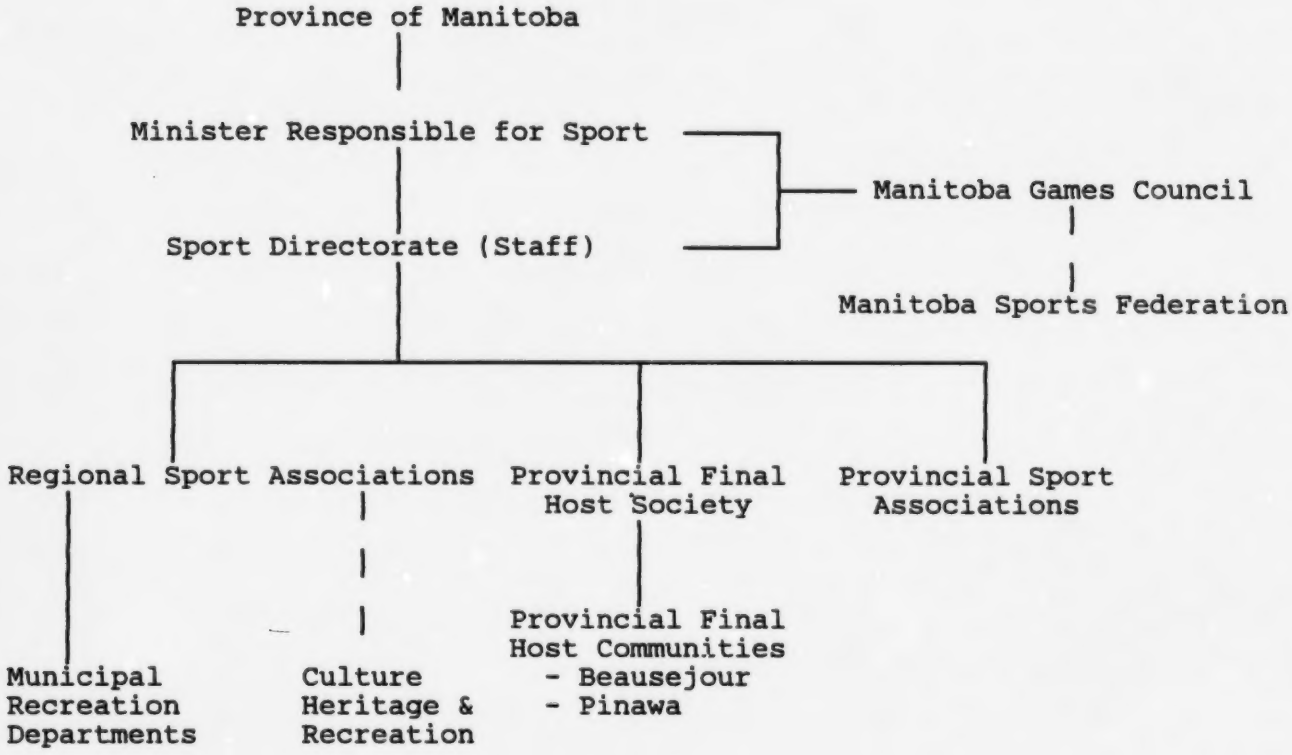
Our Partners

The Manitoba Games are built from a partnership between the participating provincial sport associations and seven (7) regional sport associations/games councils. Together they provide the developmental and technical base for all competitions. Assisting in the programming and development at the local levels are the municipal recreation and sport departments.

The final partner in the Manitoba Games program is the host community of the 1988 Provincial's Final - Beausejour-Pinawa. Following two years of development and regional competitions, ten teams from all regions of the province will travel to the provincial final host community. They will compete against each other for the Manitoba Games medals as well as for sport points for their regional team's efforts to win the Manitoba Games Shield and the Manitoba Games Trophy. The provincial finals will take place from Tuesday, August 16th, through Sunday, August 21st. The Town of Beausejour will host baseball, football, soccer, softball and track and field while Pinawa will host golf, sailing, swimming and tennis.

MANITOBA GAMES '88

ORGANIZATION



APPENDIX B

1988 MANITOBA GAMES: PARTNERS' RESPONSIBILITIES

Administration

1. Sport Directorate - Province of Manitoba

   . Invites Manitoba's rural towns and municipalities to submit a bid application to host the Manitoba Games provincial final.

   . Serves as the co-ordinating body for the various partners in the Games.

   . Provides base funds to the various partners in the Manitoba Games programs: the Manitoba Games Council, the regional and provincial sport associations and the provincial final host communities of Beausejour and Pinawa.

   . Provides consultative services to the partners in the Games.

   . Assigns staff to work in the Manitoba Games program - the senior sport consultant and a Manitoba Games consultant with the support of two sport consultants.

   . Has the final authority in the following matters:

   - selection of the sports and sport categories for the Games;
   - approval of the final technical package for each sport category in the Games;
   - selection of the provincial final host site;
   - receiving grant applications and distributing funds to the various partners of the Games;
   - appointing the Manitoba Games Council Chairman,

Secretary-Treasurer and regional representatives.

. Works closely with the Manitoba Games Council.

2. Manitoba Games Council

The Manitoba Games Council is an advisory and planning council which is comprised of up to ten members. The Minister responsible for Sport appoints the following members: the chairman, the secretary-treasurer and regional representatives. The following organizations are also asked to each appoint a representative: the Manitoba Games provincial final host committee, the Manitoba Sports Federation and the City of Winnipeg Parks and Recreation Department.

The Manitoba Games Council will:

1. Relate directly to the Sport Directorate of the Province of Manitoba.
2. Be responsible for guarding and interpreting the overall principles, policies and general rules of the Manitoba Games.
3. Assist the Sport Directorate in assessing and reviewing the bid applications for the selection of the host for the provincial finals.
4. Assist the Sport Directorate with the selection of the sports and sport categories for the Games.
5. Be the central body for the Manitoba Games in terms of information, organization, public relations and administration as supported by the Sport Directorate.
6. Be responsible for the general provincial awareness and promotion of the Manitoba Games and assist the regional

and provincial final host committees with the promotion of their finals.

7. Provide a continuing appraisal and evaluation of the Manitoba Games, accept the official evaluation and the host committees' final reports and be appropriately responsible to distribute same.
8. Revise the general rules of the Manitoba Games as required.
9. Have the right to solicit support from the private sector as to the sponsorship of specific areas of support for the Manitoba Games which are not funded by the government.
10. Appoint members to serve on sport appeal committees as required.
11. Be responsible for approving and providing the use of all awards, medals, symbols and insignia of the Manitoba Games.
12. Be responsible for providing transportation to the nine visiting regional teams' athletes, coaches and manager to and from the provincial final.

3. Host Community of the 1988 Provincial Final - Beausejour-Pinawa 1988 Games Host Committee

The designated hosts of Beausejour and Pinawa have established a formally constituted organization for the staging of the Manitoba Games Provincial Final. This host committee/society will carry out the following:

. To provide appropriate meals, accommodation, ground

transportation, medical and other related services for the participating athletes, coaches and mangers from each of the nine visiting regional teams.

. To insure the provision of sufficient game officials who meet provincial standards appropriate to the level of competition in each sport and where required - meals, accommodation, transportation and Games fees for these officials.

. To provide the necessary facilities and equipment required to host all scheduled sporting events.

. To invite the Sport Directorate Games Consultant to attend all board of director meetings.

. To provide the administrative services necessary to host the provincial finals.

. To provide appropriate facilities and services for media representatives covering the provincial finals.

. To provide the Sport Directorate with a budget by April 1st, 1987, and all revisions as necessary.

. To establish a Friends of the Games committee to assist in raising funds necessary to supplement the base funds available from the Sport Directorate.

. To present an audited financial statement and post event report by November 30, 1988.

. To provide V.I.P. receptions and transportation services as required for approximately 100 visiting regional/ provincial/sport and government representatives.

- To appoint a representative to sit as a member of the Manitoba Games Council.
- To appoint representatives to attend/host meetings arranged for and paid by the Sport Directorate such a joint meetings with the host/provincial/regional/local partners in the Games.
- To organize official opening and closing ceremonies for the Games involving all participants (athletes, coaches, managers, officials) representatives of local (host) regional and provincial associations and Manitoba Games Council and provincial government dignitaries.
- To appoint sport appeal committees for each sport, comprised of host sport chairman, the head referee/umpire in chief, host vice president of sports and a representative of the Sport Directorate/Manitoba Games Council.

4. Regional Competitions/Finals (Regional Games)

The hosting of the regional competitions and finals of the Manitoba Games will be the responsibility of the six regional sport associations in rural Manitoba and the nine provincial sport associations in Winnipeg. Each association is expected to name a Manitoba Games committee who will carry out the following:

- Administer funds provided by the Sport Directorate and provide a program report within 90 days following the provincial finals.
- To work with their member associations, recreation

commissions and volunteers in planning, co-ordinating and assuring the operation of the respective competitions.

. To publicize and communicate information about their competitions(s) throughout their sporting community.

. To ensure that proper facilities and qualified officials and equipment are provided for all games/competitions.

. To register all of the participants using the approved Manitoba Games registration forms.

. To ensure the 1988 Regional Finals are completed by June 30th, 1988 (sailboarding and swimming by July 10th, 1988) and that their regional team's representatives to the 1988 Provincial Finals are all registered with, a $25./ regional team member is forwarded to, the Sport Directorate by July 21st, 1988.

5. Provincial Sport Associations

The provincial sport associations will play a vital role in the development of technical sport knowledge and opportunities with the various partners in the Games. They will be expected to:

. Submit draft proposals of their sport's technical package to the Sport Directorate.

. Provide skill developmental programs for athletes, coaches and officials throughout the province in preparation for both the 1987 and the 1988 Manitoba Summer Games programs.

. Appoint a technical adviser who will work with the Sport Directorate and the regional and provincial host committees on technical matters and sport hosting issues with regard

to their sport category.

. Assist the Sport Directorate and the provincial final host in drawing up their sport schedule(s).

. Appoint a representative to sit on the Winnipeg Region Manitoba Games Committee.

. Publicize and communicate information about their sport's competitions throughout their sporting community.

. Assist the regional and provincial host committees in obtaining the necessary officials for their competitions.

Note: The provincial sport association may choose to designate the Manitoba Games provincial final as their annual provincial championship for that competitive season.

APPENDIX C

1988 MANITOBA GAMES EVALUATION INTERVIEW

Area I: Partners Responsibilities to Each Other:

1.) What do you think you responsibilities were?

2.) Were these responsibilities clearly communicated to you?

3.) Do you think your partners understood:

a) your responsibilities to them and their deadlines?

b) their responsibilities to you and your deadlines?

4.) How can we improve in this area?

Area II: Communications

1.) Did you establish the necessary communications network and time lines needed with your partners?

2.) What were your problems, why, when?

3.) Were the joint meetings of the partners helpful:

a) March 1987 Conference in Winnipeg?

b) January - February 1988 Tour of Province by PSA/Sport Directorate?

c) April 1988 Tour of Province by Host/Sport Directorate?

d) May 1988 Conference in Pinawa?

e) July 1988 Tour by Host/Sport Directorate?

4.) How can we improve in this area?

Area III: Your Role as a Partner in the Games

1.) Did you feel that you played an important role in the 1988 Games? How can it be improved?

2.) Did the Games meet your needs and expectations? How can we improve?

3.) Did the Games place too great a burden on your resources (volunteer, financial, staff)?

- Where?
- When?
- How?

4.) How can we improve these areas?

5.) Did you feel that you were an equal partner in the Games in assisting with:

a) planning

b) sports selection process

c) developing the regional games (clinics, hosting, promotion)

d) preparing the regional teams

e) participating at the Provincial Finals

f) evaluating the 1988 Games

APPENDIX D

SUMMARY OF DATA COLLECTED

The following is a summary of the data collected from the Evaluation interviews.

A. Summary of PSGB Interviews

Area I: Responsibilities

		Responses
1.	- technical package development	(6)
	- promotion of the sport	(5)
	- assistance to RSDA's	(3)
	- assistance to Provincial Final Host	(2)
	- sport development (athletes, coaches and officials	(7)
	- facilitator to other partners	(5)
	- technical support	(4)
	- Winnipeg Regional Games	(8)
	- regional team development	(1)
	- to run the competitions	(1)
	- educational services	(1)
	- use of grant money	(1)
2.	Yes (4) No (6)	
3.	a) Yes (4) No (6) b) Yes (5) No (5)	
4.	- define and state responsibilities of partners	(7)
	- each partner should know "overall picture" for understanding of each others' responsibilities	(4)
	- specifically explain responsibilities	(4)
	- explain action plan responsibility to partners	(3)
	- recognize the uniqueness of each PSGB	(3)

- PSGB should provide checklist/package to regional provincial hosts of what is required for a tournament (2)
- define role of PSGB's in the regions (2)

Area II: Communications

1. Yes (7) No (3)
2. - RSDA and PSGB contact people were not the same (4)
   - overall network was not clearly explained in the beginning (4)
   - we were afraid to go in and step on anybody's toes. We just sat back and waited for them to come to us. (4)
   - timing of regional competitions (i.e. more than one regional games occurring per weekend) (2)
   - lack of staff and/or volunteer community (3)
3. a) Yes (6) No (2)
   b) Yes (6) No (4)
   c) Yes (4) No (6)
   d) Yes (8) No (2)
   e) Yes (8) No (2)
4. - meetings with recreation directors must be longer so as to facilitate two-way communication (4)
   - Manitoba Games Conference should be held away from the Sport Administration Centre to avoid office distractions of PSGB's (2)

- need another joint meeting to co-ordinate action plans (4)
- RSDA games co-ordinator should be hired earlier to establish communications (2)
- tour of Provincial Final Host: information must be set or memos sent out to inform of changes (3)
- coaches/managers meetings should be earlier (2)
- sport specific meetings would be beneficial (1)

Area III: Roles

1. Yes (9) No (1)
   - define roles better (4)
   - include PSGB's in "designing the operation of their sport" (5)
   - define responsibilities and accountability for decisions (3)
   - define what expectations of the role should be (i.e. PSGB's are usually a direct organizer, not a facilitator/consultant) (1)
2. Yes (8) No (2)
   - more funding (3)
   - PSGB should be included again in next Games to continue development (2)
   - partners should start identifying needs earlier
   - extend timelines (2)
3. Volunteer Yes (7) No (3)

Financial Yes (2) No (8)

Staff Yes (5) No (5)

- need staff person hired earlier (5)
- PSGB needed volunteers involved enough to be familiar with the methods of the organization, but these people already had taken on much responsibility (4)
- unclear responsibilities (2)

4. - provide funding to allow Games Co-ordinator to be hired earlier (5)
   - clarify roles of partners (3)

5. a) Yes (7) No (3)

   b) Yes (3) No (7) - should be a major player in decisions regarding their sport (5)

   c) Yes (7) No (3) - PSGB's must be more proactive (2)

   d) Yes (4) No (6)

   e) Yes (9) No (1)

   f) Yes (9) No (1) - ideas must be utilized
   - lapse in time resulted in losing some ideas
   - provincial finals need participant's evaluation

B. Summary of RSDA Interviews

Area I: Responsibilities

1. - promote Games (4)
   - co-ordinate development programs (coaches, athletes and officials) (2)
   - select regional host and assist with organization of regional games (2)
   - liaison with other partners (3)
   - organize regional team (2)
   - facilitator (1)
   - host regional games (1)
   - convey rules/regulations (3)
   - support/facilitator (2)
   - organize regional games committee (1)
   - obtain best regional participation possible (2)
   - provide technical arrangements (1)
2. Yes (2) No (4)
3. a) Yes (3) No (3) b) Yes (4) No (2)
4. - more communication (1)
   - improve/additional joint meetings of partners to co-ordinate plans (2)
   - PSGB's must recognize role of RSDA (3)
   - list/define responsibilities specifically (5)
   - recognize different needs of the region (1)
   - clearly set out the process (through a presentation) to the partners (2)

Area II: Communications

1. Yes (3) No (3)
2. - technical criteria for sports unclear (3)
   - no coordinated planning between partners (2)
   - verbal communications were not followed with formal memorandums
   - needed to meet with other partners on regular basis (1)
   - changes in key volunteers (1)
3. a) Yes (3) No (3)
   b) Yes (4) No (2)
   c) Yes (5) No (1)
   d) Yes (5) No (1)
   e) Yes (5) No (1)
4. - Manitoba Games Conference
     - need to allow opportunity for recreation directors to have input (1)
     - need more emphasis on action planning (2)
   - recreation director/PSGB meetings
     - all PSGB's should be present (2)
     - needs to be expanded (2)
   - coaches/managers meetings should be held immediately after regionals (3)
   - define overall communications network/roles (4)

- communications should not be changed once sent out (2)

Area III: Roles

1. Yes (5) No (1)
   - more regional emphasis/input (3)
   - educate other partners of RSDA role (2)

2. Yes (3) No (3)
   - more emphasis on regional games (2)
   - need to identify/clarify needs and expectations at the beginning of the process (2)

3. Volunteer Yes (4) No (2)
   Financial Yes (3) No (3)
   Staff Yes (5) No (1)

4. - better financial assistance (2)
   - hire Games Co-ordinator sooner (2)
   - clarify roles (2)

5. a) Yes (1) No (5) - need more input into planning at regional level (2)
   b) Yes (1) No (5)
   c) Yes (4) No (2)
   d) Yes (5) No (1)
   e) Yes (1) No (5) - RSDA's should be reorganized at Provincial Finals (3)
   f) Yes (4) No (2)

C. Summary of Provincial Final Host Committee Interviews

Area I: Responsibilities

Note: Because the members of the Provincial Final Host Committee interviewed were each in charge of different areas, their perceived responsibilities could not be analyzed for similarities/difference. Therefore, question #1 is omitted from this summary.

2. Yes (5) No (5)
3. a) Yes (7) No (3) b) Yes (7) No (3)
4. - written job description of responsibilities sent all of the partners (4)
   - have key volunteers in place earlier (1)
   - pre-games workshop with regional mission staff (1)

Area II: Communications

1. Yes (10) No (0)
2. - planning between different partners was not co-ordinated
   - regions did not meet deadlines
   - differences between the outlooks of the two communities toward the Games
   - lack of communication between different committees
3. a) Yes (3) No (0) Note: Total number of responses
   b) Yes (2) No (0) varies because few members

c) Yes (4) No (0) attended all of the joint

d) Yes (7) No (2) meetings.

3) Yes (5) No (0)

4. - memorandums should follow each meeting (2)

- the May 1988 Conference in Pinawa should have been held earlier

- mission staff should have been identified earlier (2)

- need to let volunteers know who the RSDA/PSGB/ Sport Directorate are (re: their roles) (2)

Area III: Roles

1. Yes (10) No (0)

2. Yes (10) No (0)

- more funding (2)

3. Volunteer Yes (4) No (6)

Financial Yes (1) No (9)

Staff Yes (1) No (9)

- tasks involved were underestimated (5)

- unclear responsibilities caused confusion (1)

- lack of volunteers (2)

- during the provincial finals there was a great burden on volunteers (1)

- there was a burden at times but it was all worthwhile (6)

4. - more staff (3)

- clearly explain responsibilities at the beginning of the process (3)

5. a) Yes (4) No (6)
   b) Yes (0) No (10)
   c) Yes (0) No (10)
   d) Yes (0) No (10)
   e) Yes (10) No (0)
   f) Yes (8) No (2)

D. Summary of Recreation Director Interviews

Area II: Communications

1. Yes (4) No (1)
2. - assumptions made about provision of facilities for regional games
   - some sports did not have the interest
   - lack of communication with recreation directors (2)
   - access to information was difficult
   - did not realize the scope of the Games
   - PSGB's did not understand recreation directors needs or roles
3. a) Yes (2) No (3)
   b) Yes (3) No (2)
   c) Yes (2) No (3)
   d) Yes (0) No (0) *none attended

e) Yes (1) No (3) *1 did not attend

4. - PSGB's must improve communications with recreation directors (3)
   - RSDA's must communicate better with recreation directors (2)

Area III: Roles

1. - Yes (3) No (2)
   - need to be informed of the scope of the Games in the beginning of the process
   - need to establish job descriptions (re: roles/ responsibilities)
2. Yes (5) No (0)
   - clarify roles
   - put more into commitments
3. Volunteer Yes (1) No (4)
   Financial Yes (0) No (5)
   Staff Yes (3) No (2)
   - difficult to get new volunteers involved
   - Games were alot of work, but resulted in many benefits (i.e. they were worth the effort)
4. - longer employment period for RSDA Games Co-ordinator
   - need to get more volunteers

5. a) Yes (2) No (3)

   b) Yes (1) No (4) - need to be consulted in this area (2)

   c) Yes (5) No (0)

   d) Yes (5) No (0)

   e) Yes (2) No (3)

   f) Yes (5) No (0)

APPENDIX E

LIST OF PEOPLE INTERVIEWED

Organization	Contact
Provincial Sport Governing Bodies:	
Athletics Manitoba	Doreen Gmitroski
Manitoba Baseball Association	Guy Constant
Manitoba Amateur Football Association	Fred Schneider
Manitoba Golf Assoc./Manitoba Ladies Golf Association	Fred Reichardt Todd Teplitski Barb Leslie
Manitoba Sailing Association	Charlie Burns Murray McKegg
Manitoba Soccer Association	Dave Kerr
Manitoba Softball Association	Barb Smith, Bryan McDonald
Manitoba Special Olympics	Maureen Dowds Jackie Morrison
Swim Manitoba	Pam Wylie
Tennis Manitoba	John Meldrum Mark Farand
Regional Sport Development Associations:	
Central Region Sport Association	Kelly McConnell Roger Langlais
Eastman Sport Development Association	Diane Komadowski Pauline Becknell
Interlake Sport Development Association	Jim Gibb Lorraine Polet
Norman Sport Association	Lee Hanson
Parkland Sport Council	Bernie Chrisp Charlene Okell Valerie Weiss
Westman Sport Association	Evelyn Clegg Maureen Bonar
Provincial Final Host Committee:	
Chairman	Archie Warren
Vice-Chairman	Roger Smith
Marketing	Alf Wikjord, Marion Mitchell
Media	Don Roy, Christine Hemminger, Pat Roy
Registration	Al Tymko, Bob Hollies
Operations/Services	Bill Middleton
Sports Technical	Bob Grant, Bruce Schade, Lorne Schram

Recreation Directors:

Pembina Hills Recreation District (Central)	Jack Halcrow
Eastern Interlake Recreation District (Interlake)	Sandy Prise
Town of Steinbach (Eastman)	Jack Siemens
Turtle River Recreation District (Parkland)	Brian Dudar
Turtle Mountain Recreation District (Westman)	Guy Yerama

REFERENCES

Johns, David P. (Dr.), "Sport for All: The Case for the Manitoba Games", 1986.

Johns, David P. (Dr.), "An Examination of the Concept of the Manitoba Games", 1986